



INSOCOM

United States Army
Intelligence and Security Command
Employee Handbook



The US Army's Operational Intelligence Force

COMMANDER

INSCOM

ATTN: (see INSCOM Pamphlet 25-50)

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1. Introduction

1.1 History of INSCOM

On 1 January 1977, the activation of Headquarters, United States Army Intelligence and Security Command (INSCOM) took place at historic Arlington Hall Station in Arlington, Virginia. INSCOM combined three major building blocks: the U.S. Army Security Agency (communications intelligence and communications security), the U.S. Army Intelligence Agency (counterintelligence and human intelligence), and various local production elements assigned to the Army Chief of Staff for Intelligence. INSCOM began as a world-wide intelligence command composed of multidiscipline intelligence groups located in four different theaters, eight field stations circling the globe, a large intelligence production center located in the Washington, DC area, and a variety of single-discipline units within CONUS. INSCOM provided the Army with a unique capability to conduct multidiscipline intelligence and security operations as well as to provide electronic warfare at echelons above corps.

Two major periods in our Nation's history illustrate the importance of INSCOM and its Soldiers, civilians, and contractors: the Cold War and the so-called "New World Order." INSCOM's contributions were vital to the security of the Nation and its Army throughout the Cold War. The command's cryptologic units received six Travis Trophies and shared one Director's Trophy—awards presented annually to the unit that made the most significant contribution among all the services.



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National decision makers and major theater commanders rendered INSCOM's greatest recognition by acknowledging INSCOM as the premier intelligence organization providing timely and accurate intelligence support to the warfighter. These achievements did not come without a significant price: seven INSCOM Soldiers would make the ultimate sacrifice while conducting critical operational missions.

Intelligence analysts at the United States Army Intelligence and Threat Analysis Center (ITAC) profoundly represent one of the first successes by an INSCOM element. In 1978, following a re-look at the North Korean (NK) order of battle, ITAC analysts discovered several unaccounted for major units. This discovery compelled the Intelligence Community to reassess the NK threat. The Intelligence Community subsequently determined that North Korea had modernized its army and was capable of conducting a major offensive. This important discovery resulted in the Carter Administration reversing its plans to withdraw U.S. troops from South Korea.

The Caribbean Basin soon became a virtual hot spot as the United States attempted to counter Cuba's attempt to export its brand of communism throughout the region. In 1979, a Marxist group seized control of the tiny island of Grenada. In 1983, a Cuban-backed element staged its own coup, killing the original cadre and endangering a thousand local Americans attending medical school. The United States reacted quickly by seizing Grenada with a combined force of Army Rangers and Marines. In the aftermath of the fighting, INSCOM deployed a team of technical intelligence specialists to exploit captured Soviet equipment, and a counterintelligence (CI) element provided

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force protection for remaining U.S. troops. Drawing upon local sources, the CI agents obtained information that led them to a large cache of weapons hidden within the former Cuban Embassy. In 1979, the Sandinistas, an anti-American revolutionary group, rose to power in Nicaragua and immediately looked to Cuba and the Soviet Union for support. When an unorganized agrarian opposition movement known as the Contras emerged within Nicaragua, newly elected President Ronald Reagan seized the opportunity to provide assistance. From nearby Panama, counterintelligence agents from the 470th Military Intelligence (MI) Group (later Brigade) provided force protection to troops. INSCOM also created a company (later a battalion) for the expressed purpose of developing and deploying new airborne platforms to be used in low-intensity conflicts.

In the Pacific, INSCOM used a sizeable amount of internal resources to maintain a watch along the Korean DMZ. Throughout the theater, INSCOM units underwent a number of major restructurings. Perhaps the most significant was the creation of Field Station Kunia inside a former World War II underground airplane assembly plant on the Hawaiian island of Oahu. Here, INSCOM played host to a joint service effort utilizing the latest in technologies to allow for the consolidation of resources throughout the theater. Kunia would also serve as the forerunner of the Regional Security Operations Centers of the 1990s.

In Europe, the Cold War was reaching a crisis point. In response, INSCOM established the 513th MI Group located in the United States to deploy in support of US Army Europe during a transition-to-war scenario. Along the borders of Eastern Europe, INSCOM units watched for Soviet military reactions to democratic reforms in Poland and NATO's deployment of new missile



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systems. Meanwhile, Soviet intelligence agencies stepped up their espionage efforts to learn of NATO's plans. Subsequently the 1980s became known as the “**Decade of the Spy.**” Throughout this period, INSCOM counterintelligence personnel remained heavily engaged and handled a number of highly visible cases. For example, in 1985, agents learned that the Soviets had obtained a copy of United States Army, Europe's transition-to-war operations plans. The source of the leak was narrowed to one Clyde Conrad, a hard-working Noncommissioned Officer who had spent an unusually large part of his career in Germany. Conrad had served most of his time with the G3 War Plans Section of the 8th Infantry Division where he had become known as “Mr. Plans.” Following his arrest, Conrad was tried and given a life sentence, the stiffest ever meted out by the Federal Republic of Germany for spying; the courts viewed it as being the most serious act of espionage ever perpetrated against NATO.

In July 1989, the Army fulfilled its commitment to construct a new headquarters facility for INSCOM. The command relocated from Arlington Hall Station to Fort Belvoir, Virginia. The new building was appropriately named after MG Dennis E. Nolan, the Army's first G-2 and the leader of MI's first multidiscipline effort in support of the American Expeditionary Forces during World War I. The Nolan Building was itself a major milestone in the history of military intelligence: for the first time a facility had been constructed specifically to support the MI mission.

Ironically, the Nolan Building foreshadowed the end of the Cold War. In 1989, the symbol of the Cold War—the wall separating East and West Berlin—came crashing down. With remarkable quickness, the Soviet Empire followed. The Cold War had ended, not in truce or compromise, but

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in victory for the West. INSCOM Soldiers and civilians who had stood as “**silent warriors**” on the front lines, 24 hours a day, 7 days a week, could share in the satisfaction of knowing they played an important role.

The second phase of INSCOM's history began with the retrenchment of the Army in general, especially those units situated in Europe. INSCOM would follow suit over the next several years. Major sites such as Field Station Berlin and Field Station Augsburg inactivated, and the 66th MI Brigade reverted to group status. The new world order that lay ahead would be very different. No longer would INSCOM units be characterized by fixed sites, and terms such as “projection” and “reach-back” capabilities would dominate the new doctrine. On any given day, INSCOM personnel, teams, or units were deployed somewhere in the world in support of the Army whether it be a regional crisis or a humanitarian effort. INSCOM personnel continued to perform superbly, and its units were recognized by over 30 decorations. But again there was a cost. INSCOM added nine new names to the black granite memorial in front of the Nolan Building; five were members of an airborne platform who perished in the Andes Mountains in South America while on an anti-drug mission.

In Panama, narco-dictator General Manuel Noriega forged links with Castro's Cuba, overturned democratic elections with brute force, and began a program of increasing harassment against Americans in the Canal Zone. When harassment turned into murder, the United States struck back with overwhelming and decisive force. The 470th Military Intelligence Brigade deployed



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its air and ground-based assets in support of the combat operations. Small teams of counterintelligence (CI) soldiers from the 470th MI Brigade provided spot reports from throughout Panama City. Using their sources, the CI personnel obtained critical information on troop dispositions and movements as well as the location of weapons caches. After the fighting ceased, CI specialists continued to help screen and process some 7,000 Panamanian soldiers, paramilitary, and civilians. Agents also identified and apprehended a number of Noriega's top aides, who had gone into hiding and were credited with identifying where Noriega himself had sought sanctuary. Finally, members of the 470th participated in the exploitation of captured documents. For its role in Operation JUST CAUSE, the 470th MI Brigade received a campaign streamer.

On 2 August 1990, Iraq invaded the Emirate of Kuwait. Saddam Hussein, Chairman of the Iraqi Revolutionary Command council, annexed Kuwait and proclaimed it to be Iraq's nineteenth province. The President of the United States immediately determined that the United States would not allow the Iraqi aggression to stand. On 7 August, President George H.W. Bush ordered U.S. forces to deploy. The 513th MI Brigade responded by deploying Task Force 174. The preparation of a terrain study revealing for the first time that the desert of eastern Iraq and northeastern Saudi Arabia was trafficable by military vehicles was definitely an early success for INSCOM and the Nation. As a result of the study, CENTCOM Commander-in-Chief General Norman Schwarzkopf made defense of the Saudi kingdom his first priority. He began planning for a counteroffensive using these same findings. Following one of the early skirmishes with enemy forces, INSCOM technical intelligence personnel were able to exploit the armor being used on a Soviet-made T-72 tank.

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During the months of November and December, the 513th MI Brigade began to deploy in force. By Christmas, the brigade had risen to 1,100 personnel. Over the next month leading up to the air war, INSCOM continued to lift and shift its personnel worldwide to fill positions, especially within the Echelons-Above-Corps Intelligence Center, which had been integrated into the ARCENT G2. Prior to the ground campaign, INSCOM helped solve two critical problems. The first was the need to screen Kuwaiti citizens attending American universities who were volunteering to help alleviate the linguist shortage. The other was to reconfigure TROJAN for use as a mobile communications system to transmit real-time information down to tactical-division level.

During the air phase of the campaign, INSCOM elements and personnel played a key role, or took the lead, in several of the joint collection centers. During the heavy bombing campaign, Army imagery interpreters provided battle damage assessment on the steady attrition of the Iraqi forces. For the first time since World War II, the Army used ground-based electronic-warfare systems when INSCOM deployed its SANDCRAB jammers to disrupt enemy tactical communications. When the fighting came to an abrupt halt, INSCOM Human Intelligence (HUMINT) specialists were left with 50,000 prisoners and thousands of captured documents. The command's technical intelligence teams were also busy exploiting the numerous pieces of Soviet-made equipment left scattered across the desert. INSCOM counterintelligence personnel were among the first to enter Kuwait City where they played a key role in policing up documents and providing force protection to Allied forces in the city.



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DESERT STORM represents a milestone in the history of INSCOM. The events of DESERT STORM played an important role in reshaping Army intelligence for the post Cold War period. A significant and major portion of the Army Intelligence Agency transitioned into INSCOM's National Ground Intelligence Center (NGIC) located in Charlottesville, Virginia (AIA was responsible for producing critical templates of the battlefield). TROJAN continued to evolve as a communications link. Army leaders recognized that military intelligence needed to be seamless, and constricting terms such as "echelons above corps" and "corps and below" were soon dropped. Military intelligence doctrine would continue to evolve in the direction of bringing information downward. Active and Reserve units would continue to work side-by-side, leading to a still greater role for the Reserves in the future and ultimately to the integration of Active and Reserve personnel within the same unit. Finally, the precedent offered by DESERT STORM, which effectively befuddled the centralized Iraqi command structure by deception operations and by the electronic and physical destruction of its communications system, would inspire greater advances in the arena of information operations.

Saddam Hussein was beaten, but not yet deposed, leaving the need for INSCOM elements to stand watch in the Middle East. North Korea's effort to create a nuclear capability posed a growing threat, and in Central and South America, INSCOM personnel and systems would work diligently with other United States military elements tasked with combating a growing narcotics trade. All the while, the Army and its intelligence command continued to experience the repercussions of shrinking resources. (INSCOM lost a major function—HUMINT—when it was transferred to

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the Defense HUMINT Service under the Defense Intelligence Agency). Fewer troops would deploy more often, and INSCOM began to make greater use of Army Reserve and National Guard personnel.

In the 1990s, INSCOM gained two new field stations in Europe and a joint-service Regional Security Operations Center at Fort Gordon, Georgia, which resulted in the need to add new systems and capabilities. Satellite communications allowed INSCOM's forward-deployed elements to reach back and exploit data bases in secure areas of CONUS and Europe. After experimenting with aerostats and unmanned aerial vehicles, INSCOM's aviation battalion fielded the Airborne Reconnaissance Low (ARL) platform. INSCOM also helped man the Joint Surveillance Target Attack Radar System (JSTARS). The bottom line, whether INSCOM personnel were in Somalia, Haiti, Bosnia, Kosovo, the Persian Gulf, or East Timor, they fulfilled the Army's intelligence and security needs.

In the mid 1990s, INSCOM sponsored the emerging discipline of information operations and established the Land Information Warfare Activity (LIWA) within the Nolan Building. Over the next few years, INSCOM created new doctrine and LIWA teams deployed to confront the emerging cyber war of the Information Age. On 12 October 2000, terrorists struck the United States attacking the guided missile destroyer **USS Cole** in the port of Aden, Yemen. This incident, coupled with the arrival of MG Keith B. Alexander, shifted INSCOM's focus to the Global War on Terrorism. The new commander used communication portals that for the first time allowed



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INSCOM elements worldwide to share information. Advances continued in the mining of information operations, and INSCOM continued to create new means of accessing national intelligence data. Utilizing the resources of the Information Dominance Center (IDC), INSCOM became the Army's critical information conduit for compressing, processing, and analyzing huge amounts of raw data gathered by national and service sources. This provided INSCOM with the capability to provide formidable intelligence funneled to commanders and national law enforcement agencies in near real-time. As a result, INSCOM transformed itself into an operational headquarters, and took appropriate steps to evolve its unique worldwide, multidiscipline capabilities to confront the threat posed by terrorism, weapons proliferation, and cyber warfare.

In response to the terrorist attacks on the homeland on **11 September 2001** by a worldwide terrorist apparatus headed by Osama bin Laden, a United States led coalition launched a military campaign against the Taliban government in Afghanistan, which had harbored bin Laden and his terrorists. INSCOM's major subordinate units provided personnel and intelligence systems to the theater of operations and, subsequently, played a significant role in funneling actionable intelligence to the commanders on the ground. Similarly, the 513th MI Brigade and its attached military intelligence elements would play an important role in the Iraqi War and the ousting of Saddam Hussein in 2003. Its multidiscipline intelligence operations in support of the Combined Forces Land Component Command were integral to the planning and rapid execution of the combat phase.

1.2 Heraldry

All Soldiers assigned to INSCOM wear a shoulder sleeve insignia and a distinctive crest, symbolic of the Army's intelligence mission.

The shoulder sleeve insignia is a battle-axe shaped shield with its point to the base. Measuring 2 3/4 inches in width and 3 1/4 inches in overall height, it has a field divided into quarters of silver gray at the upper left and lower right and teal blue at the upper right and lower left. Splitting the field is a white torch with flame at the upper right crossing a white lightning flash. A yellow double-webbed key with bow in base penetrates the center and a one-eighth inch yellow border encircles the entire patch. The quartered field alludes to the four primary intelligence functions: collection, analysis, production and dissemination of intelligence. The lightning bolt signifies worldwide electrical communications, both friendly and hostile, and the torch stands for knowledge and vigilance. The double-webbed key is symbolic of security and control. The colors gold and silver denote achievement and energy, while gray and blue stand for determination and loyalty.

The unit crest is a gold-colored metal and enamel device measuring 1 1/4 x 1 5/8 inches in overall height. Its teal blue oval-shaped, gold grid-lined globe with its long axis placed vertically has at the center a gold double-webbed key with bow at the top. Curving upward below the base of the globe are two gold stripes of oak that co-join at the center. The globe alludes to the worldwide intelligence mission of the command, while the key is symbolic of security and control. The oak leaves in



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the base signify fortitude and endurance. The color blue is symbolic of coolness and courage, while gold stands for excellence and wisdom.

1.3 Fort Belvoir History

In 1649, in recognition of services rendered to the Crown, the exiled King Charles II granted to seven of his supporters, a vast territory in Virginia that included all of the land between the Potomac and the Rappahannock Rivers. Through marriage and purchase, this region came under the ownership of a single titled family—the Fairfaxes. In 1734, Thomas, Sixth Lord Fairfax, persuaded his cousin, Colonel William Fairfax to come to Virginia and oversee the family's holdings. Colonel Fairfax built his home on 2,000 acres of what is now much of the South Post peninsula, naming the estate Belvoir, which means “beautiful to see.” One of Colonel Fairfax's sons, George William, was friendly with young George Washington, who lived at nearby Mount Vernon and was a frequent guest at Belvoir. George William and his wife, Sally Cary, made Belvoir a center of culture and aristocratic elegance, and they frequently entertained the wealthy landowners from the nearby plantations.

Colonel Fairfax died in 1757, and he and his second wife, Deborah, are buried on the estate grounds. George William and Sally returned to England in 1773, and Belvoir was rented until 1783, when it was mostly destroyed by fire. Cannon fire in the War of 1812 leveled the remainder of the structure. The estate remained in private hands, though largely uninhabited until 1910, when

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the District of Columbia purchased 1,500 acres for a proposed prison. Local citizens objected to the plan, and the War Department assumed the land in 1912.

In 1915, engineer troops from Washington Barracks, now Fort McNair, established Camp Belvoir as a rifle range and training camp. The name changed to Camp A.A. Humphreys in 1917, when a major camp was constructed during an unusually bitter winter to train engineer replacements for World War I. The post was renamed Fort Humphreys in 1922 to indicate its permanent status and became Fort Belvoir in 1935.

The outbreak of World War II motivated the United States Government to begin preparing for possible involvement in the expanding world conflict. As in World War I, Army engineers were needed to provide critical support to Allied forces. To prepare engineers adequately for their war-time role, Fort Belvoir once again became one of the Army's primary engineer training sites. It remained the home of the Engineer School until 1988, when the school relocated to Fort Leonard Wood, Missouri, thus ending its 76-year association with Belvoir.

Although the installation's role as an engineer training center diminished after the move, Fort Belvoir continues to fulfill an important role in the National Capital Region. The 8,600-acre post is one of the largest installations in the Military District of Washington, providing essential administrative and basic operations support to its tenant organizations. To perform this mission effectively, Fort Belvoir evolved from a traditional military installation to a more broadly based community.



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Today, Fort Belvoir functions in many ways like a small city, possessing its own ordinances, land use plan, building codes, utilities, public parks, and academic institutions.

1.4 The Nolan Building

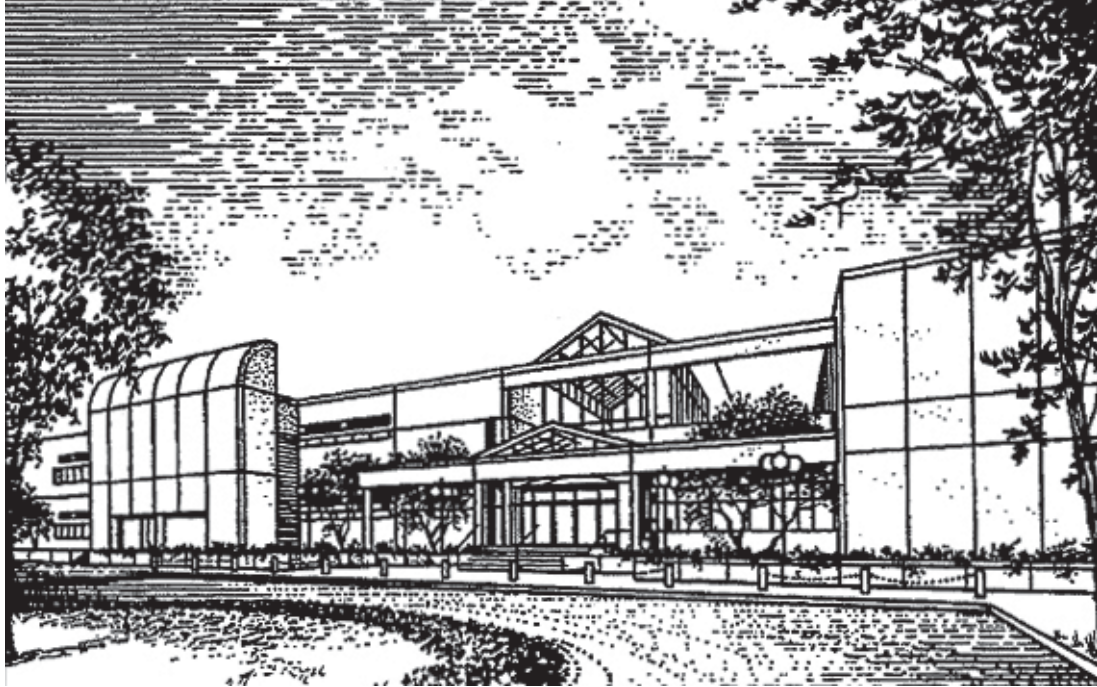
On 2 June 1989, Headquarters, United States Army Intelligence and Security Command, received its formal dedication as the Nolan Building

Major General Dennis E. Nolan's military career began upon graduating from the United States Military Academy in 1896. As a Second Lieutenant, MG Nolan soon had the opportunity to test his military skills by participating in the Cuban Campaign of 1898, receiving two citations for gallantry in action against Spanish forces.

Next, he commanded the squadrons of the 11th United States Volunteer Cavalry against insurgents during his assignment in the Philippines. Between 1901 and 1915, he served as instructor of law and history at West Point; director of customs at Southern Luzon in the Philippines; and as an officer with the 30th Infantry.

In 1915, the then Captain Nolan was assigned to the General Staff in Washington, where he prepared finished intelligence products used by the General Staff for planning and mobilization. With the entry of the United States into the European conflict in 1917, General Pershing selected Dennis E. Nolan, now promoted to the rank of Colonel, to administer the intelligence operations of the American Expeditionary Force (AEF). Pershing remodeled the AEF's staff along European

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The Nolan Building



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lines, creating a five-element General Staff and making Colonel Nolan, in effect, the Army's first G-2.

This development was more than a token change; in a very real sense, it symbolized the beginning of modern military intelligence.

Colonel Nolan's staff compiled vital intelligence reports based on a variety of human and technological sources never before used by the United States Army in a tactical situation or on such a scale: radio intelligence, agent reports, observation posts, counterintelligence, photo intelligence, topography, and acoustic and optic sensors. Colonel Nolan played a direct role in organizing the Corps of Intelligence Police—the Army's first permanent counterintelligence organization and one of the traditional roots of INSCOM. Upon promotion to Brigadier General in August 1917, Nolan became the first general officer to oversee a multidiscipline intelligence and security effort.

In the final days of World War I, General Nolan had the opportunity to command the 55th Infantry Brigade, 28th Division. As brigade commander, Nolan received the Distinguished Service Cross; the French Croix de Guerre with palm; and the French Legion of Honor for his extraordinary heroism in action on 1 October 1918.

After the Armistice, General Nolan's military career led him to the Peace Commission until returning in July 1919 to Washington, DC, where he was put in charge of instruction in the Military Intelligence Division of the Army War College. In August 1920, the Army selected General Nolan to serve as the Assistant Chief of Staff, G-2, at the War Department—the second to hold

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the title. Perhaps his most important contribution during this assignment was to encourage the establishment of the MI Officers Reserve Corps—the first formal recognition of the need for professional MI officers and the forerunner of the Military Intelligence Branch.

In 1925, General Nolan received his promotion to the rank of Major General, and the following year participated in the Geneva Disarmament Conference. His later assignments included commanding both the Fifth Corps Area and Second Corps Area prior to his retirement in 1936. Major General (Retired) Dennis E. Nolan died on 24 February 1956 and is buried at Arlington National Cemetery.

The Nolan Building, named in honor of Major General Dennis E. Nolan, is a four-story concrete and glass structure situated on a wooded compound on the North Post of Fort Belvoir, Virginia. Two stories of the building are below ground level. The building contains 124,000 square feet of workspace. The INSCOM headquarters has an attractive two-level cafeteria with a patio overlooking a pond, known as Lake HUMINT. The building also provides state-of-the-art communications, conference and special purpose rooms, and an exercise room.

1.4.1 Metro Park.

In August 2003, major components of the INSCOM support staffs relocated to the Metro Park, 6359 Walker Lane, Alexandria, Virginia, in preparation for new construction at the Nolan Building. Major components include:



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Assistant Chief of Staff, G-4	6th Floor
Assistant Chief of Staff, Resource Management	6th Floor
Assistant Chief of Staff, G-1	5th Floor
Program Integration Office (PIO)	5th Floor
Strategic Management Information Office	5th Floor
Principal Assistant Responsible for Contracting (PARC)	5th Floor
Director of Contracting (DOC)	5th Floor
Department of the Army, Military Intelligence (Army G-2)	5th Floor
1st Information Operations Command (1st IOC)	4th Floor
Chief Information Officer/G-6 (Mail Room)	4th Floor
Network Operations Center (NOC)	4th Floor
Assistant Chief of Staff, G-2	3d Floor
Army Directed Studies Office (ADSO)	3d Floor
Measurements and Signals Intelligence (MASINT, G-3)	3d Floor
1st Information Operations Command Training Facility	3d Floor

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1.5 Mission/Vision Statement

The primary mission of the United States Army Intelligence and Security Command (INSCOM) is to synchronize the operations of all INSCOM units to provide multi-disciplined intelligence and intelligence capabilities in support of Department of the Army, Army Service Component Commanders, Regional Combatant Commanders, and the National Intelligence Community.

1.6 INSCOM Today

INSCOM performs its mission by responding to the Army component commander's priority intelligence requirements. INSCOM is multidiscipline and, through collection and analysis efforts, the command provides indications and warning, targeting and target development, and production. INSCOM is also an active participant in the Army force modernization effort and has an excellent technical intelligence capability. INSCOM is a key component of electronic and information warfare and serves as the Army service cryptologic element for the Army within the cryptologic community.

INSCOM's mission encompasses four major areas: Intelligence Collection, Force Protection, Production, and Electronic Warfare.

a. Intelligence Collection and Force Protection: INSCOM manages worldwide Army intelligence collection and processing in multiple disciplines: Signals Intelligence (SIGINT), Human Intelligence (HUMINT), Counterintelligence (CI), Imagery Intelligence (IMINT), Geospatial



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Intelligence (GEOINT), Measurements and Signatures Intelligence (MASINT) and Open Source Intelligence (OSINT).

- **Signals Intelligence (SIGINT)** is information derived from intercepted foreign signals. The three sub disciplines of SIGINT are: Communications Intelligence (COMINT) which is intercepting telecommunications; Electronic Intelligence (ELINT), intercepting radar emissions; and Foreign Instrumentation Signals Intelligence (FISINT) or intercepting weapons control emissions.
- **G2X** – G2X is the Counterintelligence (CI) and Human Intelligence (HUMINT) Manager authorized to plan, coordinate, synchronize, and deconflict all Department of the Army (DA) CI and HUMINT missions. The G2X is responsible to the INSCOM Commander and is the primary advisor to the INSCOM commander and the Headquarters, Department of the Army (HQDA) G2 on the employment of CI and HUMINT assets within the DA AOIR. It is composed of four elements conducting split base operations in the Pentagon and INSCOM HQ; the Army CI Coordinating Authority (ACICA), the Army HUMINT Operations Center (AHOC), the Operations Support Division, and the Plans and Programs Division.
- **Counterintelligence (CI)** is information gathered and activities conducted to predict, detect, deter, neutralize, exploit and protect against espionage, other intelligence activities, sabotage or assassinations conducted by or on behalf of foreign governments or elements thereof, foreign organizations or foreign persons, or international terrorist activity.

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- **Imagery Intelligence (IMINT)** involves the exploitation of imagery from national, theater and tactical systems. INSCOM engages state-of-the-art exploitation systems to process and transmit imagery and IMINT products to customers worldwide.
- **Geospatial Intelligence (GEOINT)** is the exploitation and analysis of imagery and geospatial information to describe, assess, and visually depict physical features and geographically referenced activities on the earth. Geospatial intelligence consists of imagery, imagery intelligence, and geospatial information.
- **Measurements and Signatures Intelligence (MASINT)** is technically derived intelligence using electronic equipment, or sensors, to record the sounds, heat, and radiation emitted by a target. The result is a cataloging of characteristics that are unique to that target. The resultant unique identification or fingerprinting is a system signature.
- **Open Source Intelligence (OSINT)** is relevant information derived from the systematic collection, processing, and analysis of publicly available information in response to intelligence requirements.

b. Production: The National Ground Intelligence Center (NGIC) located in Charlottesville, Virginia, serves as the production organization for INSCOM. Other subordinate elements perform research and analysis functions as well. Additionally, INSCOM receives significant multidiscipline intelligence support from reserve component elements.



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INSCOM is responsible for intelligence analysis and production. The Army's Deputy Chief of Staff, G-2, manages Army production of general military and scientific and technical intelligence as produced by NGIC. This center performs basic research and analysis of intelligence from a variety of sources including SIGINT, HUMINT, CI, IMINT, MASINT, as well as open-source material.

c. Information Warfare: To support the development of information warfare capabilities for the Army, INSCOM created the Land Information Warfare Activity or LIWA, later renamed the 1st Information Operations Command. The 1st IO Command is the operational focal point for Information Operations (IO) and Command and Control Warfare (C2W) and is responsible for supporting HQDA with operations and technical subject matter expertise regarding IO and C2W. The 1st IO Command supports HQDA strategic planners and advises major Army and component commands on available and emerging IO and C2W capabilities within the Army and other services and agencies.

2. General Information

2.1 Automated and Local Area Networks

Within the Nolan Building, there are several automated and local area networks. In order to establish an account, the employee must notify the person responsible for automation support from within their newly assigned section. The person responsible for automated support will fill out a “HQ INSCOM System User Request,” “Searchlight Registration,” and “AMHS/MPS User Account,” in order to establish a valid INSCOM account.

2.2 Facilities and Support Services

2.2.1 Transient Billeting

Fort Belvoir lodging is within 12 miles of our Nation’s capital and offers a wide variety of temporary lodging for new arrivals and visitors. The Fort Belvoir Lodging Office (FBLO) located on historic Fort Belvoir, known as Knadl Hall, offers room accommodations ranging from Distinguished Visitor’s Quarters, one and two bedroom apartments, suites, and single rooms with or without kitchenettes. All guest rooms are non-smoking. **The lodging office prohibits pets in all guest rooms.** The FBLO is located in Building 470, 9775 Gaillard Road, Fort Belvoir, Virginia. A free, on-post shuttle service runs Monday through Friday from 1600 to 2000 and on Saturday and Sunday from 1000 to 1800. The room rates range from \$35.00 to \$84.00 per night depending



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upon the location, number of people, and type of room. The FBLO is open 24 hours a day to accept reservations. The telephone number for Knadl Hall is (703) 704-8600 or (800) 295-9750. The FBLO is also available on line at <http://www.belvoirmwr.com/lodging/index.html>.

2.2.2 Dining Facilities

The Nolan Building as well as Fort Belvoir offers a variety of choices for breakfast, lunch, and dinner.

Nolan Building: The cafeteria located immediately inside the Nolan Building opens at 0630-0900 for breakfast and 1100-1330 for lunch. The cafeteria offers a variety of selections including both cold and hot items. A snack shop located next to the cafeteria offers a variety of snacks, coffee, popcorn and personal items. The snack bar is open from 0630-1600 Monday through Friday. Vending and soda machines located in the lobby are also available for after-hour treats.

Fort Belvoir: The installation offers a military-style dining facility located at 6021 Abbott Road. The dining facility is open for all daily meals and is open for breakfast from 0700 to 0830, Monday through Friday, lunch from 1130 to 1300, and dinner from 1630-1800. On Saturday and Sunday, the facility serves breakfast from 0730 to 0900, lunch from 1130-1300 and dinner from 1600-1730. The telephone number is (703) 806-6204.

Fort Belvoir Community Club: The Community Club offers a lunch buffet and weeknight specials. The club hosts Bingo and other weekly events. The community club, located in Building

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1200 on Taylor Road, is open Sunday 1600-2200; Monday 0900-1700; Tuesday through Thursday 0900-2300; and Friday 0900-2200. The community club is not open on Saturday with the exception of catered events. The telephone number is (703) 780-0962.

Fort Belvoir Officers Club: The Officers Club is a historic club situated on the banks of the Potomac River. The Officers Club offers lunch, dinner, special all-you-can-eat meals and Sunday Brunch. Membership is open to all officers and Department of the Army civilians, GS-07 and above. The Officers Club, located at Building 20, 5500 Schultz Circle, is open Tuesday through Thursday and Saturday, 0900-2200; Friday, 0900-2400; and Sunday, 1000-1300. The telephone number is (703) 780-0930.

2.3 Recreation

2.3.1 Swimming Pools

Outdoor Swimming Pools: The Fort Belvoir pools offer group instruction and private swimming lessons as well as aqua-aerobics. The pools are also available for special events. The two outdoor pools, located on Gunston Road on South Post, and near the PX/Commissary shopping center on North Post are open from Memorial Day through Labor Day each year, from noon to sunset. The telephone number is (703) 806-5013.

Indoor Swimming Pool: The Benyaurd Indoor Pool is open year round, Monday through Friday, 0500-1300; 1530-2030, and Saturday and Sunday, 1200-1700. Located off Gunston Road between



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21st and 23rd streets in Building 182, the Benyaurd Indoor Pool is only a “dip” away. The telephone number is (703) 805-2620.

2.3.2 Bowling Center

For most military and civilian personnel, bowling is a “way of life.” Bowling individually or participating in a league, bowling remains a popular sport on every military installation. The Fort Belvoir Bowling Center located in Building 1199, 9630 Middleton Road, has a restaurant that offers a full meal and snack menu. The hours of operations are Sunday, 1000-1900; Monday through Thursday, 1000-2200; Friday, 1000-2300; and Saturday, 1000-2400. The bowling center also offers Cosmic Bowling on Saturdays from 1800-2400. The telephone number is (703) 805-2991. You can reach the Strike Zone Restaurant at (703) 805-3484.

2.3.3 Graves Fitness Center

The Graves Fitness Center is an excellent facility to use when training and preparing for the Army's physical fitness test. For those who simply want to “get in shape,” the facility offers aerobic and weight equipment, physical training classes, aerobic classes, and facilities for basketball and racquetball. The facility also offers soothing steam rooms and saunas. The hours of operations are Monday to Friday, 0530-2100; Saturday, 0900-2100; and Sunday, 0900-1700. Graves Fitness Center is located in Building 2116, Abbott Road, and has an excellent staff “standing ready” to assist you in meeting your physical fitness needs. The telephone number is (703) 806-5368. **Additionally, both**

the Nolan Building and Metro Park offer excellent work out facilities equipped with the latest in state-of-the-art exercise equipment.

2.3.4 North Post Golf Course

The North Post Golf Course has two distinct and challenging golf courses for the golf enthusiast. Designed to provide a picturesque view on all 36 holes, both the Gunston and Woodlawn courses will test your ability to master the game of golf. The North Post Golf Course offers an excellent practicing facility. For those who simply like to socialize around the course, the 19th hole, formally known as the clubhouse is an inviting place to relax and enjoy sweeping views of Northern Virginia. The clubhouse also has an excellent restaurant that offers great dining and a pro shop showcasing the latest in golf attire. The clubhouse, located in Building 2920, is open daily from 0700-1900. The telephone number is (703) 806-5878.

2.3.5 South Post Golf Course

The South Course offers a nine hole course that winds around the rolling hills of Fort Belvoir's South Post. This picturesque golf course is a short course and is perfect for those just learning the game. The clubhouse, located in Building 1494, also offers a restaurant for your convenience, the South Side Grill, serving tasty meals seven days a week. The telephone number is (703) 806-4561.



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2.3.6 Marina

For the seafaring adventurer, Fort Belvoir offers a unique boating experience as well as space for storing, repairing, and maintaining privately owned boats at the marina. The marina located on the shores of the Potomac River, offers both water safety and boat handling classes. There is a minimal fee for boat lifts and use of the launching ramp. Located at the entrance to River Village on South Post, the marina is in Building 1696, 5465 Hudson Road. The telephone number is (703) 781-8282.

2.3.7 SOSA Community Center

Your “first stop” and “first choice” for recreational needs, the SOSA is the information center for all Fort Belvoir recreational resources. From pool tables to classes, SOSA offers a little something for everyone. In addition to meeting and special event rooms, SOSA offers a game room with video games, pool tables, and a music and recording studio. SOSA is open Monday through Saturday, 0800-2200 and Sunday, 0800-2000. The community center is located in Building 200, 9800 Belvoir Road. The telephone number is (703) 805-3714.

2.3.8 Youth Services

Youth Services offers numerous comprehensive programs that foster social interaction, promote personal growth, and provide children with opportunities to develop educational and recreational skills. Youth Services, located in Building 1003, 5840 Langfitt Loop, sponsors a variety of program

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activities offering a wide variety of opportunities in life skills, citizenship, leadership, sports and fitness, recreation and the arts, mentoring, and many other support services. Additionally, youth sports schedules are available at the youth center administrative offices located in Building 950, 9500 Barlow Road. The telephone number is (703) 805-4515 or (703) 805-4516.

2.4 Human Resources

2.4.1 Civilian Personnel Advisory Center (CPAC)

Do you have a civilian personnel question? If so, do not hesitate to contact the Civilian Personnel Advisory Center (CPAC). The CPAC provides civilian personnel advisory services to commanders, managers, supervisors, and civilian employees in all civilian personnel areas. CPAC accomplishes its mission through staff guidance and assistance in developing and administering civilian personnel programs designed to recruit, compensate, and retain a qualified, effective, and efficient work force while ensuring compliance with legal, regulatory, and procedural controls. CPAC personnel offer recruitment and downsizing strategies, provide assistance regarding management employee relations and position management issues, and assist tremendously in helping to orient new employees to INSCOM. The CPAC also provides limited advice and support concerning retirements and benefits by assisting employees with Army wide on-line web tools and directions to the Army Benefits Center. Please feel free to contact the Defense Civilian Intelligence Personnel System (DCIPS) representative located at 2101C Gunston Road, Fort Belvoir, Virginia, to resolve a civilian personnel issue. The telephone number is (703) 806-5047 or (703) 806-6345. **For military**



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personnel, the Personnel Administration Center (PAC) is located in the Personnel Actions Branch, Military Human Resources Division, ACofS, G-1, 5th floor, Metro Park. The telephone number is (703) 428-4664/4671.

2.4.2 Employee Development

INSCOM supports a variety of training and development programs for civilian employees. Such programs include skill-producing classes, such as computer-user courses, courses intended to keep a civilian employee abreast of changing technology, courses to assist the employee in making the duties of his or her job easier, and developmental classes designed to improve management and leadership skills. Dependent upon availability of funds, INSCOM also funds courses for job and mission related classes at local universities and colleges. Detailed information is available from the individual supervisor or the Command Training Officer Representative, ACofS, G-1, Civilian Human Resources Division, located on the 5th floor at the Metro Park, 6359 Walker Lane, Alexandria, Virginia. The telephone number is (703) 428-4637 or (703) 428-4638.

2.4.3 Equal Employment Opportunity (EEO)

INSCOM is a great place to work, and the command has an active EEO/EO program to maintain and assure a positive work environment for all civilian and military personnel. The purpose of the EEO/EO Program is to ensure Federal employees or qualified applicants receive fair and equal treatment when applying for employment and development or advancement opportunities. If you believe you have been discriminated against because of race, color, religion, sex, national origin, age,

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physical or mental handicap and/or suffered reprisal, you must first consult an EEO Counselor (within 45 calendar days of the alleged discriminatory actions) prior to filing a formal complaint. INSCOM has an EEO/EO Officer to assist you with any concerns pertaining to EEO/EO matters. The EEO/EO Office is located in the ACofS, G-1, 5th floor, Metro Park. The telephone number is (703) 428-4646/4643 or (703) 428-4647/4645. You can also contact the Fort Belvoir EEO Office, located at building 1170, at telephone number 805-2006/2038.

2.4.4 Identification Cards

All military and civilian personnel require a Common Access Card (CAC). Military personnel must contact the Directorate of Military Personnel, 5815 20th Street, Building 213, Suite 217, Fort Belvoir, to obtain a CAC. The telephone number is (703) 805-5592.

All civilian employees will report to Building 213 located on 20th Street, Fort Belvoir, to obtain a CAC. Civilian employees must have their SF-50 when applying for a CAC. The telephone number is (703) 805-4428 or (703) 805-1066.

2.4.5 Management Employee Relations

Management Employee Relations (MER) is a process designed to facilitate the resolution of disputes between employee and supervisor arising in the workplace. For assistance, contact a Human Resource Specialist located in ACofS, G-1, Civilian Human Resources Division, 5th floor, Metro Park, 6359 Walker Lane. The telephone number is (703) 428-4649.



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2.4.6 Passports

Civilian personnel must have an official passport in order to perform prescribed duties outside the Continental United States. Passports and Visas can require several weeks to process; therefore, civilian personnel should apply for an official passport immediately upon arriving in the command. In most cases, military personnel can travel using their travel orders and CAC, depending on the location of travel. Personnel requiring passports should report to the ACofS, G-1, 5th floor, Metro Park, Alexandria, Virginia. For additional information regarding passport/visa requirements, telephone (703) 428-4687 or (703) 428-4681.

2.4.7 Reasonable Accommodations

Reasonable accommodations are adjustments or modifications that range from making the physical work environment accessible to restructuring a job, providing assistive equipment, providing certain types of personal assistants (e.g., a reader for a person who is blind, an interpreter for a person who is deaf), transferring an employee to a different job or location, or providing flexible scheduling. Reasonable accommodations are tools provided by employers to enable employees with disabilities to do their jobs, just as the employer provides the means for all employees to accomplish their jobs. Employees requiring reasonable accommodations should inform their supervisor and contact the EEO Office, (703) 428-4643, or TDD/voice (703) 428-4698, for advice and assistance.

2.4.8 Working Hours

The basic tour of duty for all INSCOM employees is normally five 8-hour days per week, 40 hours a week, Monday through Friday. All 8-hour tours of duty will include mandatory core hours from 0900 through 1500. In accordance with AR 1-3, INSCOM establishes the official duty hours of operations as 0730 to 1630 hours, with one hour designated as a lunch period. However, if an employee takes only 30 minutes for lunch, the official hours are 0730-1600. With supervisory approval, flexible work schedules allow employees to choose their own fixed time of arrival (0600-0900) and departure (1500-1800) during a flexible band of hours. (USAINSCOM Circular No. 690-93-1).

Civilian employees may request supervisory approval to participate in a Compressed Work Schedule. The concept of the compressed work schedule allows an employee to work an 80-hour biweekly period compressed into 9 days. The biweekly work period consists of eight 9-hour days, one 8-hour day with at least 30 minutes for lunch and one day off. The supervisor must approve this schedule before it takes place (USAINSCOM Circular No. 690-93-2).

2.5 Pay and Finance

2.5.1 Banking

The Fort Belvoir Federal Credit Union provides financial services to all federal employees. The credit union operates three branches, including the South Post Branch located in Building 1195,



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13th Street, Fort Belvoir. For your convenience, there is also a branch available in the Fort Belvoir Commissary. Hours of operations are Monday through Thursday, 0900-1700; Friday, 0900-1800; and Saturday, 0900-1300. For more information, call (703) 730-1800.

The Fort Belvoir Branch of SunTrust Bank, located at 6075 Gorgas Road, offers full service banking, including a drive-in window, conveniently located across the street from the Post Exchange Complex.

2.5.1.1 Automated Teller Machines (ATMs)

An ATM is located in the lobby of the Nolan Building for the convenience of IN-SCOM employees. The Fort Belvoir Federal Credit Union also operates ATMs located at the Defense Logistics Agency Headquarters building, the Post Exchange Complex, and DeWitt Hospital (located near the cafeteria).

2.5.2 Payroll

Civilian employees inquiring about payroll questions should contact the Activity Time and Attendance person located within his or her respective staff section. For assistance regarding discrepancies in pay, the civilian employee must first contact a Human Resource Specialist, located in the ACofS, G-1, 5th floor, at the Metro Park, 6359 Walker Lane. The telephone number for assistance is (703) 428-4630.

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Military personnel in need of assistance regarding pay discrepancies should contact a Military Personnel Specialist, located in the ACofS, G-1, 5th floor, at the Metro Park, 6359 Walker Lane. The telephone number for assistance is (703) 428-4667/4666.

2.5.3 Travel Vouchers

The use of the Defense Travel System (DTS) to process requests for TDY travel (authorizations and reimbursement) vouchers is mandatory for both military and civilian personnel. For those instances that preclude the use of DTS to process travel vouchers, you must process a DD Form 1610 (Request and Authorization For TDY Travel of DoD Personnel) and a DD Form 1351-2 (Travel Voucher or Subvoucher) to process the travel claim for reimbursement. When processing travel claims outside of DTS, you must submit three copies of the order to include any amendments, a statement of non-availability, if applicable, and any additional receipts to the ACofS, Resource Management, located on the 6th floor, Metro Park, 6359 Walker Lane. The telephone number is (703) 428-4446. Each staff directorate has a DTS administrator to assist personnel in the use of DTS. The INSCOM Defense Travel Administrator resides within the ACofS, Resource Management.

2.6 Medical Facilities

Fort Belvoir's DeWitt Army Community Hospital is the central facility of a comprehensive health care system serving active and retired military personnel and their families residing in Northern



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Virginia. In addition to the 46-bed hospital, DeWitt operates four primary care clinics called Family Health Centers. The Family Health Care Clinics of Fort Belvoir and Fort Myer are located on military installations. The Family Health Centers of Fairfax and Woodbridge are community-based facilities. The telephone number for clinic information and same-day appointments is (703) 805-0612. Military personnel may report to sick call from 0630-0800 to seek medical attention.

2.7 Mail and Post Office

The United States Post Office located in Building 256, 5875 21st Street, Fort Belvoir, is open Monday through Friday, 0900-1700 and Saturday, 0900-1300. The telephone number is (800) 275-8777.

Personnel may drop off personal mail in the mail box located near the entrance to the Nolan Building. The mailing address for INSCOM is:

COMMANDER
INSCOM
ATTN:(see INSCOM Pamphlet 25-50)
8825 BEULAH STREET
FORT BELVOIR VA 22060-5246

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INSCOM operates two mail facilities for your convenience. The mailing facility in the Nolan Building is located on B1 level and the telephone number is (703) 706-1636. The mailing facility for Metro Park is located on the 4th floor, Room 207. The telephone number is (703) 428-4717.

2.8 Parking

All employees may park their vehicles in the parking lot inside the Nolan Building compound or outside the front gate in the designated parking areas. **All personnel that work or are conducting business at Metro Park may park only in a designated area marked “HQI”.** All personnel must adhere to the designated parking areas to avoid towing of their privately owned or government vehicle.

2.9 Personal Affairs

2.9.1 Employee Assistance Program (Counseling)

The Employee Assistance Program (EAP) brings together a variety of personal services under one facility. The facility includes program activities and counseling in the areas of personal finance, emotional and psychological problems, and substance abuse awareness and treatment.

The Army Substance Abuse Program (ASAP) is available to all INSCOM personnel. The primary focus of the EAP is to assist employees who are seeking help in dealing with a substance abuse



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problem. Army civilian employees who suffer from drug and/or alcohol abuse are entitled to the same medical care and administrative consideration they would receive for any other illness. Sick leave or other appropriate leave may be granted for drug or alcohol related medical examination and treatment.

Training on stress management and prevention of violence in the workplace is also available. The Fort Belvoir's ASAP is located at Building 1153, Gunston Road. The hours of operations are Monday through Friday, 0730-1630; phone (703) 805-5980.

2.9.2 Library

Fort Belvoir's Van Noy Library carries a wide variety of newspapers, magazines, reference materials, talking books, videos, and the latest fiction and non-fiction books. The library's collection numbers more than 70,000 books and 350 periodicals. Interlibrary services are available to obtain research materials from other facilities. The library also has a collection of other items for check-out: music records and cassettes, video cassettes, framed pictures, posters, war games, patterns and maps. Reference assistance is available along with computerized research services. The library also has study rooms available.

The Children's Library at Van Noy has a large collection of books from picture books and easy reading books to those with subjects interesting for young readers through twelve years old. The library has a circulating collection of Scout materials, records, and children's magazines. Children's

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programs are scheduled throughout the year, often featuring films, puppet shows, story hours, and other fun projects.

The Van Noy Library is in Building 1024 located on 12th Street, Fort Belvoir. The hours are from Tuesday through Thursday, 1000-1900; Friday, 0900-1800 and Saturday, 0830-1700. For more information, call (703) 806-3323.

2.9.3 Provost Marshal

The Office of the Provost Marshall directs and manages all community law enforcement and supports contingency operations of the Fort Belvoir Army Garrison and the installation to include physical security. All personnel should report suspicious activities to the PMO located on Abbot Road, Building 2124. The telephone number is (703) 806-4024. The PMO records telephone conversations for accuracy of information and record purposes. Personnel finding any unidentified property may turn in the property to the PMO.

INSCOM personnel should notify the INSCOM Security Detachment MPs of any suspicious activity in or around the Nolan Building or Metro Park. The telephone numbers are (703) 706-2916 and (703) 428-4814 for the Nolan Building and Metro Park.

2.9.4 Religious Support

INSCOM Chaplains and Chaplain Assistants provide a wide range of services for Soldiers, civilians, and INSCOM families including counseling, worship, religious education, retreats, inspirational



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resources and training. Counseling is available on a walk-in or appointment basis. The Chaplain's office is located on the ground floor of the Nolan Building (GF 03) near the Jimmy B. Garrett Conference Room. Call (703) 706-1976/2710.

2.9.5 Schools

For personnel who reside on Fort Belvoir, elementary students will attend the Fort Belvoir Elementary School. Part of the Fairfax County Public School System, the school is a state-of-the-art facility that enrolls more than 1,300 students in kindergarten through sixth grade. For information regarding the Fort Belvoir Elementary School, call (703) 781-2700 or visit the web site at www.fcps.k12.va.us/FtBelvoirES/. Students in seventh through 12th grades attend schools located just a few miles off-post. Seventh and eighth grade students attend Walt Whitman Middle School, (703) 660-2400 or visit the web site at www.fcps.edu/WhitmanMS/. Students in ninth through 12th grades attend Mount Vernon High School, (703) 619-3100 or visit the web site at www.fcps.edu/MtVernonHS/. Additionally, Fort Belvoir has a School Liaison Program to assist families with school information and support. For more information, call (703) 805-9117. For additional information regarding public schools in the Fort Belvoir area, call the Fairfax County Public Schools' district office, (703) 824-6635.

2.9.6 USO Metro

The United Services Organization of Metropolitan Washington is a nonprofit group that provides a variety of services to military and family members in the area. Fort Belvoir's USO family support

center provides programs ranging from food assistance to emergency housing. Fort Belvoir's USO Family Support Services is located in the SOSA Community Center, Building 200; telephone (703) 805-2464.

2.10 Telephone

Government telephones are for official use only. Employees using government telephones for personal use may be liable for expenses as well as disciplined for personal calls charged to the government. To ensure quality assurance and to avoid waste, fraud, and abuse, the command may randomly monitor telephone calls.

Important Numbers:

Military Police (Nolan Building)	(703) 706-2916
Fire or Medical Emergency	911
Engineer Emergency-Nolan Building Manager	(703) 706-2255
Engineer Emergency-Metro Park	(703) 428-4521
Telephone Device for the Deaf (TDD) EEO Office	(TDD/Voice) 428-4698
Fort Belvoir Information	(On Post) 0
	(Off Post)(703) 545-6700



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Intelligence Operations Center (IOC) (24-hour operations)

STU III (Room B-05, F/D) DSN 235 2000/2001/2002/2003/2004/2021

CM (703) 706-2000/2001/2002/2003/2004/2021

Secure (STU III) Fax DSN 235-2165/CM (703) 706-2165

NSTS Telephone 964-2000

2.11 Carlson Wagonlit Travel

Carlson Wagonlit Travel is an excellent source for travel information to destinations near and far, airline and train tickets, and package tours for both official and vacation travel. Located in Building 702, 9810 Lowen Road, Fort Belvoir, this office provides a unique service assisting government personnel preparing for official travel. The telephone number is (703) 799-5680.

2.12 Transportation

There is a Fairfax Connector Bus stop (Appendix 3.5) outside the gate to the Nolan Building. For personnel working at Metro Park, there is a bus stop adjacent to the building that transports passenger to the Springfield Metro Station. The bus service runs approximately every 30 minutes.

2.13 Safety

The INSCOM Commander has the responsibility to provide a safe, healthful work environment. The INSCOM Safety Office has oversight of the Commander's Safety Program. Safety is everyone's business. Therefore, personnel must adhere to safety procedures and report safety hazards and safety infractions to his or her supervisor. Should you receive an injury or injuries while performing your assigned duties, immediately inform your supervisor. If you find a safety hazard within the Nolan Building or Metro Park, you have the responsibility of reporting the infraction to your supervisor and the INSCOM Safety Manager. The telephone number is (703) 428-4586.

The Fort Belvoir Safety Office offers a wide variety of safety-related material, including child safety, motor vehicle safety, and industrial safety. The telephone number is (703) 806-3305.

2.14 Security Clearances

All newly assigned personnel should report to his or her staff security manager for guidance and information regarding mandatory security briefings and any special clearances required to work in the Nolan Building or at Metro Park. Prior to departing INSCOM, all personnel will out-process through the Headquarters Security Office to turn-in all badges and receive their mandatory debriefings.



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2.15 Smoking Policy

In accordance with DoD Instruction 1010.15, dated 7 March 1994, there is a ban on smoking of tobacco products in all DoD workplaces. This instruction protects all DoD civilians from the health hazards caused by exposure to tobacco smoke. In accordance with AR 600-63, Army Health Promotion, paragraph 4-2, DoD prohibits the smoking of tobacco products in all DA-occupied workplaces. The designated smoking area for the Nolan Building is the pavilion located at the back of the building. For the Metro Park, the building manager prohibits the smoking of tobacco products within 50 feet of the main entrances.

2.16 Vehicle Registration

All personnel must register their privately owned vehicles with the Provost Marshal within 72 hours upon arrival to Fort Belvoir. Personnel must take their state vehicle registration card and driver's license to the Visitor's Center located at Tulley Gate, Fort Belvoir, Virginia. The telephone number is (703) 806-4892.

2.17 Legal Services

Legal Assistance and Claims Services are available at the Garrison Staff Judge advocate Office located in Building 257, Belvoir Road. The telephone number for Legal Assistance is (703) 805-2856 and for Claims Services, (703) 805-4159. The INSCOM Staff Judge Advocate located in the Nolan

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Building offers notary service and Powers of Attorney to eligible personnel. The telephone number is (703) 706-2555.

2.18 Army Knowledge On-Line (AKO)

All military and civilian personnel should have an active AKO account upon arriving at INSCOM. In order to establish an AKO account, log onto www.us.army.mil and complete the necessary information required to obtain an AKO account and password

2.19 Family Readiness Group

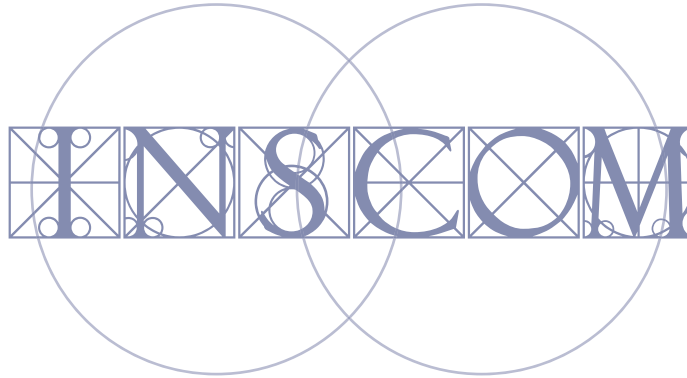
Family readiness represents a critical aspect of Soldier readiness. Family readiness serves as the mutual reinforcement and support provided by the unit to Soldiers, civilian employees, and their family members, both immediate and extended. The overwhelming goal of Family Readiness Groups (FRG) is to provide family support during periods of deployment and redeployments. The FRG assists Soldiers and civilians by promoting confidence, cohesion, commitment, and a sense of well being. The telephone number is (703) 805-5556. The Army Community Service (ACS) located on Fort Belvoir offers family support through the “Hearts Apart Support Group.” The group meets the 3d Thursday of each month from 1800-1930 in Building 1001, ACS, Fort Belvoir, Virginia.



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Reservations are necessary! You can contact the Hearts Apart Support Group at (703) 805-4590 or (703) 805-3436.

Headquarters and Headquarters Company (HHC), United States Army Intelligence and Security Command, offers an established Family Readiness Group. The mission of the HHC FRG is to assist the command in maintaining readiness of Soldiers and their families by promoting self-sufficiency, resiliency, and stability during peace and war. The telephone number is (703) 806-6760.



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3 . A p p e n d i x

3.1 INSCOM Organizations

Commanding General

Deputy Commander

Chief of Staff

Command Sergeant Major

Inspector General

Staff Judge Advocate

Command Chaplain

Principal Assistant Responsible for Contracting (PARC)

Directorate of Contracting (DOC)

Internal Review Office

Command Oversight Office

Small & Disadvantaged Business Utilization

Strategic Management & Information Office (SMIO)

Futures Directorate/Program Integration Office (PIO)



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Assistant Chief of Staff, G-1

Assistant Chief of Staff, G-2

Army G2X

Assistant Chief of Staff, G-3

Assistant Chief of Staff, G-4

Chief Information Officer/G-6

Assistant Chief of Staff, Resource Management

Headquarters and Headquarters Company, INSCOM, Fort Belvoir, Virginia

66th Military Intelligence Group, Darmstadt, Germany

116th Military Intelligence Group, Fort Gordon, Georgia

470th Military Intelligence Group, Fort Sam Houston, Texas

500th Military Intelligence Group, Schofield Barracks, Hawaii

501st Military Intelligence Brigade, Yongsan, Korea

513th Military Intelligence Brigade, Fort Gordon, Georgia

704th Military Intelligence Brigade, Fort George G. Meade, Maryland

902d Military Intelligence Group, Fort George G. Meade, Maryland

1st Information Operations Command, Fort Belvoir, Virginia

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United States Army Central Personnel Security Clearance Facility (CCF) Fort George G.
Meade, Maryland

138th Military Intelligence Company (JSTARS), Robins Air Force Base, Georgia

National Ground Intelligence Center (NGIC), Charlottesville, Virginia

3.2 Fort Belvoir Map (<http://www.belvoir.army.mil/map/2003belvoormap.pdf>)

Click here to open a map of Fort Belvoir.

3.3 Hotels/Motels

Econo Lodge of Mt. Vernon
8849 Richmond Hwy
Alexandria, VA 22309-1508
703-780-0300

Hunter Motel & Restaurant
Newington, VA 22122
703-339-5400

Best Western Mount Vernon Inn
8751 Richmond Hwy
Alexandria, VA 22309-4223
703-360-1330

The Springfield Hilton
6550 Loisdale Rd
Springfield, VA 22150-1801
703-971-8900



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Radisson Hotels Worldwide
5501 James Rd
Fort Belvoir, VA 22060-2425
703-781-7281

3.4 Washington Metropolitan Area Transit Authority (WMATA)

To find current information (maps, schedules, fares) for the Metro on-line, go to <http://www.wmata.com>, by telephone, (202) 637-1328 (TTY 638-3780).

3.5 Fairfax County Connector

To find current information (maps, schedules, fares) for the Fairfax County Connector bus service on-line, go to <http://www.fairfaxconnector.com>, by telephone, (703) 339-7200 (TTY (703) 339-1608).

3.6 Acronym Table

1st IOC	1st Information Operations Command
AA	Active Army
AAM	Army Achievement Medal
AAME	Army Award for Maintenance Excellence
AAP	Affirmative Action Plan
AAR	After Action Review
ABO	Army Budget Office
AC	Active Component



The US Army's Operational Intelligence Force

ACAP	Army Career and Alumni Program
ACCO	Army Case Control Office
ACCP	Army Correspondence Course Program
ACCS	Army Command and Control Systems
ACES	Army Continuing Education System
ACIC	Army Counterintelligence Center
ACO	Army Cryptologic Operations
ACofS	Assistant Chief of Staff
ACS	Army Community Service
ADA	Air Defense Artillery
ADCON	Administrative Control
ADP	Automated Data Processing
ADPE	Automatic Data Processing Equipment
ADSO	Army Directed Studies Office
ADT	Active Duty for Training
AE	Aerial Exploitation
AER	Army Emergency Relief

INSCOM



AER	Academic Evaluation Report
AFAP	Army Family Action Plan
AFARS	Army Federal Acquisition Regulation Supplement
AFP	Appropriated Funding Program
AGAR	Abbreviated Ground Accident Report
AGR	Active Guard Reserve
AHCP	Army HUMINT Collection Plan
AHRC	Army Human Resources Command
AHRC-A	Army Human Resources Command - Alexandria
AHRC-STL	Army Human Resources Command - St. Louis
AI	Assignment Instructions
AIA	Army Intelligence Agency
AIP	Assignment Incentive Pay
AKM	Army Knowledge Management
AKO	Army Knowledge Online
ALO	Authorized Level of Organization
AMCS	Achievement Medal for Civilian Service

The US Army's Operational Intelligence Force

AMHS	Automated Message Handling System
AMOPS	Army Mobilization Operations Planning System
ANCOC	Advanced Noncommissioned Officers Course
AO	Area of Operations
AOA	Army Operations Activity
APFT	Army Physical Fitness Test
APPN	Appropriation Number
AR	Army Reconnaissance
AR	Army Regulation
ARAS	Accident Reporting Automation System
ARCENT	Army Component Command, Central Command
ARCOM	Army Commendation Medal
ARL	Airborne Reconnaissance Low
ARLANT	United States Army Forces Atlantic
ARNG	Army National Guard
ARNGUS	Army National Guard of the United States
ARPERCEN	Army Reserve Personnel Center

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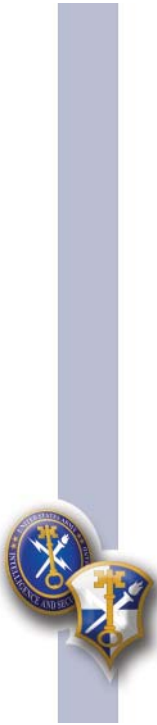
ARRTC	Army Reserve Readiness Training Center
ARSOF	Army Reserve Special Operations Forces
ARTEP	Army Training and Evaluation Program
ASA(FM&C)	Assistant Secretary of the Army, Financial Management and Controller
ASAS	Tech Assessment
ASCC	Army Service Component Commands
ASI	Additional Skill Identifier
ASID	Automated System Integration Database
ASMIS-1	Army Safety Management Information System-1
ASVAB	Armed Services Vocational Aptitude Battery
AT	Annual Training
ATRRS	Army Training Requirements and Resources System
AUF	Assessable Unit File
AUGTDA	Augmentation Table of Distribution and Allowances
AVIM	Aviation Intermediate Maintenance
AVUM	Aviation Unit Maintenance



The US Army's Operational Intelligence Force

BA	Budget Activity
BAH	Basic Allowance for Housing
BAS	Basic Allowance for Subsistence
BAS	Battlefield Automated Systems
BASD	Basic Active Service Date
BASOPS	Base Operating Information System
BCP	Budget Change Packages
BDE	Brigade
BER	Budget Execution Review
BES	Budget Estimate Submission
BG	Brigadier General
BN	Battalion
BNCOC	Basic Noncommissioned Officers Course
BOS	Battlefield Operating System
BPWG	Business Process Working Group
BRAC	Base Realignment and Closure
BSM	Bronze Star Medal

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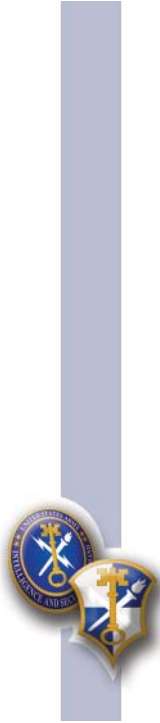


CA	Civil Affairs
CA	Combat Arms
CAC	Combined Arms Center
CAC	Common Access Card
CACS	Commander's Award for Civilian Service
CAI	Central Accident Investigation
CAR	Chief, Army Reserve
CARB	Contract Acquisition Review Board
CART	Collection Analysis Reporting Terminal
CASCOM	Combined Arms Support Command
CBJB	Congressional Budget Justification Book
CCB	Configuration Control Board
CCF	Central Clearance Facility
CCI	Controlled Cryptographic Items
CCP	Consolidated Cryptologic Program
CD	Counterdrugs
CD-ROM	Compact Disk - Read Only Memory

The US Army's Operational Intelligence Force

CENTCOM	United States Central Command
CFLCC	Coalition Forces Land Component Command
CG	Commanding General
CI	Counterintelligence
CID	Criminal Investigation Division
CIFA	Counterintelligence Field Activity
CINC	Commander in Chief
CIO	Chief Information Officer
CIVTRACKS	Civilian Tracking System
CJTF	Combined Joint Task Force
CLP	Command Language Program
CLS	Contractor Logistics Support
CMF	Career Management Field
CMIF	Career Management Information File
CNO	Computer Network Operations
CO	Certifying Official
COA	Course of Action

INSCOM



COE	Corps of Engineers
CO-EAD	Contingency Operation Extended Tour of Active Duty
COL	Colonel
COLA	Cost of Living Allowance
COMSEC	Communication Security
CONOPS	Contingency Operations
CONPLAN	Contingency Plan
CONUS	Continental United States
COR	Contracting Officer's Representative
COTTAD	Contingency Operation Temporary Tour of Active Duty
CPAC	Civilian Personnel Advisory Center
CPL	Corporal
CPMOS	Career Progression Military Occupational Specialty
CPOC	Civilian Personnel Operations Center
CPSCF	Central Personnel Security Clearance Facility

The US Army's Operational Intelligence Force

CPT	Captain
CRC	CONUS Replacement Center
CRITCOM	Critical Intelligence Communications
CRITIC	Critical Intelligence
CS	Combat Support
CSM	Command Sergeant Major
CSS	Combat Service Support
CSS	Central Security Service
CT	Counterterrorism
CTAG	Cryptologic Training Advisory Group
CTI	Consolidated Training Inspection
CTO	Commercial Travel Office
CTT	Common Task Training
CUA	Co-Utilization Agreements
CWO	Chief Warrant Officer
CZTR	Combat Zone Tax Relief
DA PAM	Department of the Army Pamphlet

INSCOM



DAMPL	Department of the Army Master Priority List
DARTS	Deployment and Readiness Tracking System
DASR	Department of the Army Special Roster
DCG	Deputy Commanding General
DCI	Director of Central Intelligence
DCPS	Defense Civilian Pay System
DCS	Deployment Cycle Support
DCS	Defense Communication System
DCSINT	Deputy Chief of Staff for Intelligence
DEOMI	Defense Equal Opportunity Management Institute
DET	Detachment
DFARS	Defense Federal Acquisition Regulation Supplement
DFAS	Defense Finance and Accounting Service
DIA	Defense Intelligence Agency
DIMA	Drilling Individual Mobilization Augmentee
DIRNSA	Director, National Security Agency
DIV	Division

The US Army's Operational Intelligence Force

DJCIP	Defense Joint Counterintelligence Program
DJMS	Defense Joint Military Pay System
DLA	Defense Logistics Agency
DLI	Defense Language Institute
DLIFLC	Defense Language Institute, Foreign Language Center
DLPT	Defense Language Proficiency Test
DMS	Defense Message System
DOCEX	Document Exploitation
DoD	Department of Defense
DODAAC	Department of Defense Activity Address Code
DODIIS	DoD Intelligence Information System
DOR	Date of Rank
DRU	Direct Reporting Unit
DS	Direct Support
DSM	Distinguished Service Medal
DSN	Defense Switched Network

INSCOM



DSS	Defense Security Service
DTG	Date Time Group
DTS	Defense Travel System
DUIC	Derivative Unit Identification Code
EAC	Echelon Above Corps
EAD	Extended Tour of Active Duty
EEO	Equal Employment Opportunity
EFMP	Exceptional Family Member Program
ELINT	Electronic Intelligence
EO	Equal Opportunity
EOA	Equal Opportunity Advisor
EOD	Explosive Ordnance Disposal
EPMS	Enlisted Personnel Management System
ERB	Enlisted Record Brief
ETS	Expiration (of) Term of Service
ETW	Enhanced Trackwolf
EW	Electronic Warfare

The US Army's Operational Intelligence Force

EXCOM	Executive Committee
EXSUM	Executive Summary
FAR	Federal Acquisition Regulation
FAS	Force Accounting System
FCA	Foreign Counterintelligence Activity
FCG	Foreign Clearance Guide
FCP	Family Care Plan
FLPP	Foreign Language Proficiency Pay
FM	Field Manual
FMC	Fully Mission Capable
FOA	Field Operating Agency
FOIA	Freedom of Information Act
FORSCOM	Forces Command
FRG	Family Readiness Group
FSA	Force Structure Allowance
FSA	Family Separation Allowance
FSA-I	Forward Support Activity - Iraq

INSCOM



FSG	Family Support Group
FTA	Facility TEMPEST Assessment
FTC	For the Commander
FY	Fiscal Year
GAO	General Accounting Office
GCM	General Courts-Martial
GCMCA	General Court Martial Convening Authority
GDIP	General Defense Intelligence Program
GETS	Government Emergency Telecommunications Service Card
GISA	Ground Intelligence Support Activity
GO	General Officer
GOMO	General Officer Management Office
GPC	Government Purchase Card
GRP	Group
GS	General Support
GSA	General Services Administration
GWOT	Global War on Terrorism

The US Army's Operational Intelligence Force

GWOTEM	Global War on Terrorism Expeditionary Medal
GWOTSM	Global War on Terrorism Service Medal
HCA	Head of Contracting Activity
HDP-L	Hardship Duty Pay - Location
HFP	Hostile Fire Pay
HHG	Household Goods
HQ, COMDT	Headquarters, Commandant
HQDA	Headquarters, Department of the Army
HRD	Human Resources Division
HUMINT	Human Intelligence
I2S	INSCOM Investment Strategy
IA	Individual Augmentee, Individual Augmentation
IADT	Initial Active Duty for Training
IAVA	Information Assurance Vulnerability Alerts
IAW	In Accordance With
ICDC	Iraq Civil Defense Corps
ICF	Intelligence Contingency Funds

INSCOM



ICP	Intelligence Campaign Plan
IDC	Information Dominance Center
IDC-E	Information Dominance Center Extension
IDP	Imminent Danger Pay
IDT	Inactive Duty Training
IET	Initial Entry Training
IEW	Intelligence and Electronic Warfare
IG	Inspector General
IGAR	Inspector General Action Request
ILD	In Line of Duty
IM	Information Management
IMA	Installation Management Agency
IMA	Individual Mobilization Augmentee
IMINT	Imagery Intelligence
ING	Inactive Army National Guard
INOC	Installation Network Operations Center
INSCOM	Intelligence and Security Command

The US Army's Operational Intelligence Force

IO	Intelligence Oversight
IOC	INSCOM Operations Center
IPB	Intelligence Property Book
IPE	Individual Protective Equipment
IPR	In Process Review
IRR	Individual Ready Reserve
ISA	Installation Support Agreement
ISEW	Intelligence, Security, and Electronic Warfare
IT	Information Technology
ITA	Invitational Travel Authorization
ITO	Invitational Travel Orders
JCC	Joint Communications Center
JCIP	Joint Cryptologic Inspection Program
JCS	Joint Chiefs of Staff
JFTR	Joint Federal Travel Regulation
JGCR	Jimmy Garrett Conference Room
JIOC	Joint Intelligence Operations Capability

INSCOM



JIOC-I	Joint Intelligence Operations Capability-Iraq
JMIP	Joint Military Intelligence Program
JOPEs	Joint Operations Planning and Execution System
JSTARS	Joint Surveillance Target Attack Radar Systems
JTF	Joint Task Force
JTR	Joint Travel Regulation
JWICS	Joint Worldwide Intelligence Communications System
LAA	Limited Access Authorization
LAN	Local Area Network
LIC	Language Identifier Code
LNO	Liaison Officer
LOA	Letter of Authorization
LOD	Line of Duty
LODI	Line of Duty Investigation
LOM	Legion of Merit
LT	Lieutenant
LTC	Lieutenant Colonel

The US Army's Operational Intelligence Force

MACOM	Major Commands
MAJ	Major
MANPRINT	Manpower and Personnel Integration
MARC	Manpower Requirements Criteria
MASINT	Army Measure & Signature Intelligence
MC	Mission Capable
MCSA	Meritorious Civilian Service Award
MCT	Mobile Construction Team
MDEP	Management Decision Evaluation Package
MDW	Military District of Washington
MEDEVAC	Medical Evacuation
MEEL	Minimum Essential Equipment List
MFR	Memorandum for Record
MG	Major General
MI	Military Intelligence
MICECP	Military Intelligence Civilian Excepted Career Program
MMRB	MOS Medical Retention Board

INSCOM



MOA	Memorandum of Agreement
MOBTDA	Mobilization Table of Distribution and Allowances
MOC	Management of Change
MOI	Memorandum of Instruction
MOS	Military Occupational Specialty
MOU	Memorandum of Understanding
MPD	Military Personnel Division
MPRJ	Military Personnel Records Jacket
MRD	Mandatory Removal Date
MSC	Major Subordinate Command
MSG	Master Sergeant
MSM	Meritorious Service Medal
MSO	Military Service Obligation
MSRA	Mission Stock Record Account
MTF	Medical Treatment Facility
MTMC	Military Traffic Management Command
MTOE	Modification Table of Organization and Equipment

The US Army's Operational Intelligence Force

MWR	Morale, Welfare, and Recreation
NAF	Nonappropriated Funds
NATO	National Alliance Treaty Organization
NBC	Nuclear, Biological, and Chemical
NCO	Noncommissioned Officer
NCOA	Noncommissioned Officers Academy
NCOER	Noncommissioned Officer Evaluation Report
NCOES	Noncommissioned Officer Education System
NCOIC	Noncommissioned Officer-in-Charge
NCR	National Capital Region
NCS	Net Control Station
NDSM	National Defense Service Medal
NET	New Equipment Training
NFIB	National Foreign Intelligence Board
NFIP	National Foreign Intelligence Program
NGB	National Guard Bureau
NIA	New Iraqi Army

INSCOM



NICP	National Inventory Control Point
NIP	National Intelligence Program
NMC	Non-Mission Capable
NOK	Next of Kin
NSA	National Security Agency
NTC	National Training Center
NTV	Non-Tactical Vehicle
NWTC	Northern Warfare Training Center
OA	Obligation Authority
OBC	Officer Basic Course
OCAR	Office of the Chief, Army Reserve
OCIE	Organizational Clothing and Individual Equipment
OCLL	Office of Congressional Legislative Liaison
OCONUS	Outside Continental United States
OEF	Operation Enduring Freedom
OER	Officer Evaluation Report
OHA	Overseas Housing Allowance

The US Army's Operational Intelligence Force

OIF	Operation Iraqi Freedom
OIP	Organization Inspection Program
OMA	Operations and Maintenance, Army Funds
OMPF	Official Military Personnel File
ONE	Operation Noble Eagle
ONS	Operational Need Statement
OPCON	Operational Control
OPLAN	Operations Plan
OPSEC	Operations Security
ORB	Officer Record Brief
OSD	Office of Secretary of Defense
OSINT	Open Source Intelligence
PAI	Personnel Asset Inventory
PAO	Public Affairs Officer
PARC	Principal Assistant Responsible for Contracting
PBG	Program Budget Guidance
PBO	Property Book Officer

INSCOM



PCC	Personnel Control Center
PCP	Program Change Package
PCS	Permanent Change of Station
PD	Project Directive
PDM	Program Decision Memorandum
PDS	Permanent Duty Station
PEG	Program Evaluation Group
PH	Purple Heart
PIO	Program Integration Office
PLDC	Primary Leadership Development Course
PM	Performance Measures
PMCS	Preventive Maintenance Checks and Systems
PMOS	Primary Military Occupational Specialty
POC	Point of Contact
POM	Program Objective Memorandum
POSH	Prevention of Sexual Harrassment
POV	Privately Owned Vehicle

The US Army's Operational Intelligence Force

POW	Prisoner of War
PPM	Polygraph Program Management
PRC	Presidential Reserve Call-Up
PSDR	Personnel Services Delivery Redesign
PSG	Platoon Sergeant
PSI	Personnel Security Investigation
PTDS	Persistent Threat Detection System
QA	Quality Assurance
QC	Quality Control
QM	Quartermaster
QOL	Quality of Life
QRC	Quick Reaction Capability
R&R	Rest and Recuperation
RC	Reserve Component
RCF	Remote Collection Facility
REDTRAIN	Readiness Training
REFRAD	Released from Active Duty

INSCOM



RFI	Rapid Fielding Initiative
RL	Relocatable Building
RM	Resource Management
RMIS	Risk Management Information System
ROC	Review and Oversight Council
ROE	Rules of Engagement
RSOC	Regional Security Operations Center
RSOI	Reception Staging Onward Integration
SAEDA	Subversion and Espionage Against the US Army
SAET	Security Awareness Education and Training
SAFER	Safety First Event Reporting
SAM	Staff Action Memorandum
SAMS	Standard Army Maintenance System
SAP	Special Access Program
SAPR	Army Sexual Assault and Prevention and Response Program
SATCOM	Satellite Communication
SBE	Stay Behind Equipment

The US Army's Operational Intelligence Force

SCA	Senior Cryprological Advisor
SCE	Service Cryptologic Element
SCI	Sensitive Compartmented Information
SCIF	Sensitive Compartmented Information Facility
SCSA	Superior Civilian Service Award
SEA	Supply Excellence Award
SELRES	Selected Reserve
SFC	Sergeant First Class
SGM	Sergeant Major
SGS	Secretary of the General Staff
SGT	Sergeant
SHAPE	Supreme Headquarters Allied Powers Europe
SHARE	Safety, Health, and Return-to-Employment
SIDPERS	Standard Installation/Division Personnel System
SIGINT	Signal Intelligence
SIGSEC	Signals Security
SJA	Staff Judge Advocate

INSCOM



SLA	Special Leave Accrual
SMC	Senior Management Council
SME	Subject Matter Expert
SMIF	Soldier Management Individual File
SMIO	Strategic Management Information Office
SOP	Standard Operating Procedure
SPC	Specialist
SPD	Special Programs Division
SPEA	Special Purpose Electronic Attack
SPR	Staff Performance Review
SQI	Skill Qualification Identifier
SRA	Special Reporting Activity
SRP	Soldier Readiness Program
SSG	Staff Sergeant
SSO	Special Security Office
STDA	SIGINT Technical Development Strategy
TAA	Total Army Analysis

The US Army's Operational Intelligence Force

TAADS	The Army Authorization Document System
TAG	The Adjutant General
TAREX	Target Exploitation
TATS	The Army Training System
TC	Transition Center
TCAE	Technical Control and Analysis Element
TCC	Telecommunication Center
TCS	Temporary Change of Station
TCXXI	TROJAN Classic XXI
TDA	Table of Distribution and Allowances
TDY	Temporary Duty
TECHINT	Technical Intelligence
TEMPEST	Compromising Emanations
TENCAP	Tactical Exploitation of National Capabilities
TI	Technical Intelligence
TI	Technical Instruction
TIARA	Tactical Intelligence and Related Activities

INSCOM



TIB	Theater Intelligence Brigade
TIG	Theater Intelligence Group
TMDE	Test Measurement and Diagnostic Equipment
TMO	TROJAN Management Office
TMRRS	TROJAN Mobile Remote Receiving System
TOE	Table of Organization and Equipment
TPE	Theater Provided Equipment
TPU	Troop Program Unit
TRADOC	Training and Doctrine Command
TS/SCI	Top Secret/Sensitive Compartmented Information
TSCM	Technical Surveillance Countermeasures
TSE	TROJAN Switch Extension
TSP	Thrift Savings Plan
TTAD	Temporary Tour of Active Duty
TYAD	Tobyhanna Army Depot
UCMJ	Uniform Code of Military Justice
UFR	Unfinanced Requirement

The US Army's Operational Intelligence Force

UIC	Unit Identification Code
UPS	Uninterruptable Power Supply
USAAA	United States Army Audit Agency
USAICS	US Army Intelligence Center and School
USAR	United States Army Reserve
USARC	United States Army Reserve Command
USAREUR	United States Army Europe
USARPAC	United States Army Pacific Command
USARSO	United States Army South
USASOC	United States Army Special Operations Command
USC	United States Code
USCENTCOM	United States Central Command
USSID	United States Signal Intelligence Directive
USSS	United States SIGINT System
VI	Visual Information
VIPER	Virtual Intelligence Projection Equipment Reserve
VTC	Video Teleconferencing System

INSCOM

WIAS	Worldwide Individual Augmentation System
WO	Warrant Officer
WOBC	Warrant Officer Basic Course



Army Values

Loyalty:

Bear true faith and allegiance to the U.S. Constitution, the Army your unit, and other Soldiers.

Duty:

Fulfill your obligations.

Respect:

Treat people as they should be treated.

Selfless Service:

Put the welfare of the nation, the Army, and your subordinates before you own.

Honor:

Live up to all the Army values.

Integrity:

Do what's right, legally and morally.

Personal Courage:

Face fear, danger or adversity (Physical or Moral).

INSCOM

United States Army
Intelligence and Security Command
Employee Handbook



The US Army's Operational Intelligence Force